boyden

Transformational Shifts

Largest HR transformations:

- **53%** Need for diversity & inclusion
- **40%** Increasing influence of HR on overall business
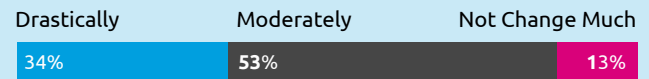- **7%** Impact of AI / Tech
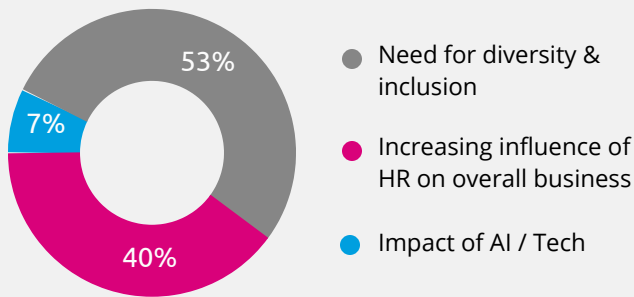
How involved are you in developing the strategy necessary to deploy technology and AI solutions at your organization?

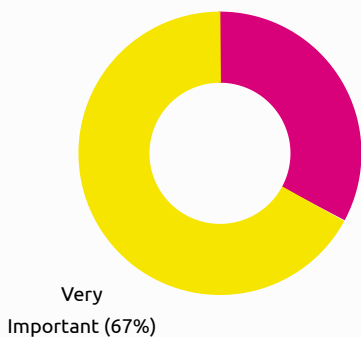| Very Involved	Somewhat Involved	Not Very Involved
13%	67%	20%

How much will the rise of technology and AI change the way work is conducted at your organization?

Drastically	Moderately	Not Change Much
34%	53%	13%

Influence

Somewhat Important (33%)

Very Important (67%)

Very Influential (67%)

Somewhat Influential (33%)

Strongly Agree (20%)

Somewhat Agree (67%)

Somewhat Disagree (13%)
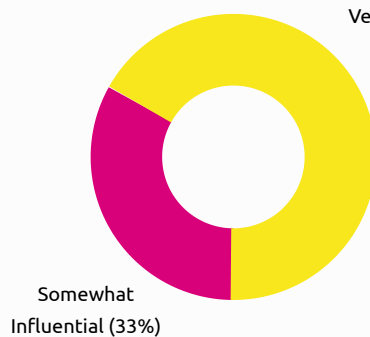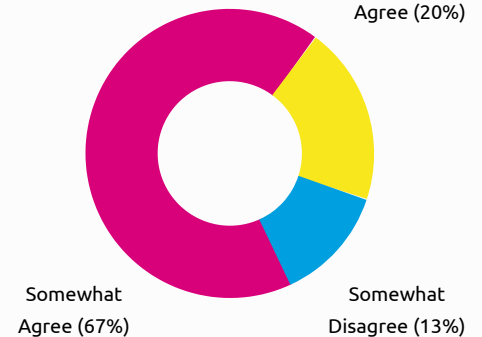
How important is it for the CHRO to be involved in developing the strategy to deploy technology and AI solutions?

How influential is the CHRO on strategic business decisions in your organization?

The CHRO role will become a stepping stone to executive leadership positions such as CEO.
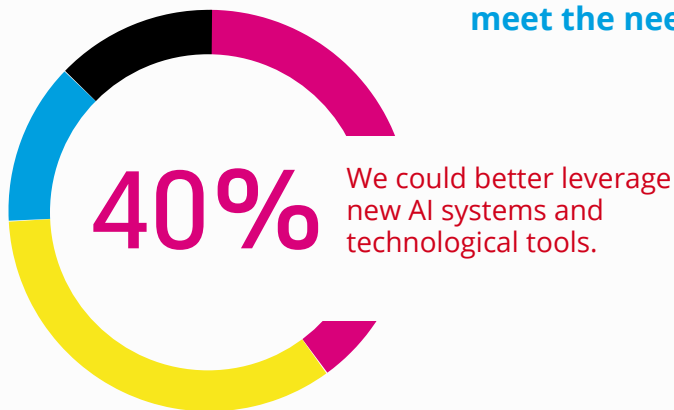
Meeting AI Targets

Are you prepared to deploy technology and AI solutions at your organization?

- No, I am not prepared (20%)
- I am fully versed in AI (7%)

I rely upon my team that is AI savvy.

73%

How do you feel your organization could better prepare to meet the needs and demands of technology and AI?

40% We could better leverage new AI systems and technological tools.

- We could better encourage continuous learning around AI for existing employees (34%)
- We could begin to hire employees with technology and AI skillsets and backgrounds (13%)
- We could hire senior-level executives with technology & AI skillsets and backgrounds (13%)

Key AI Findings

Top HR Opportunities

- Using Big Data to predict trends in the organization and plan accordingly (93%)
- Relying more on the analytical processing of huge amounts of data instead of individual observations (93%)
- Automating onboarding procedures for new employees (47%)
- Performance assessments offering valuable insights into employee potential (47%)
- Effectively streamlining candidate screening (20%)

Top HR Challenges

- Ensuring safety of employee data (73%)
- Keeping up with advancements in technology (60%)
- Hiring Individuals with the right skill sets (53%)
- Creating unique employee experiences (47%)
- Ensuring effective employee engagement platforms (40%)
- Aligning with technology and data professionals in my organization (27%)
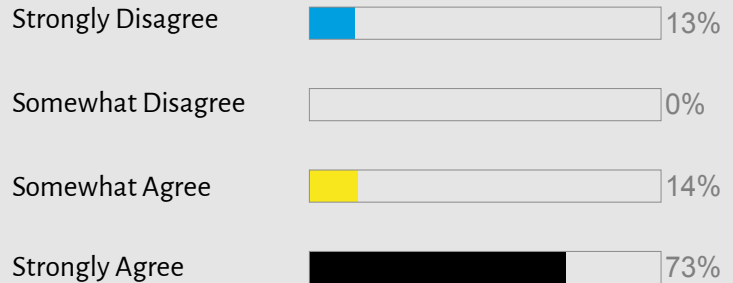
Diversity

Which is more important in creating diverse organizations?

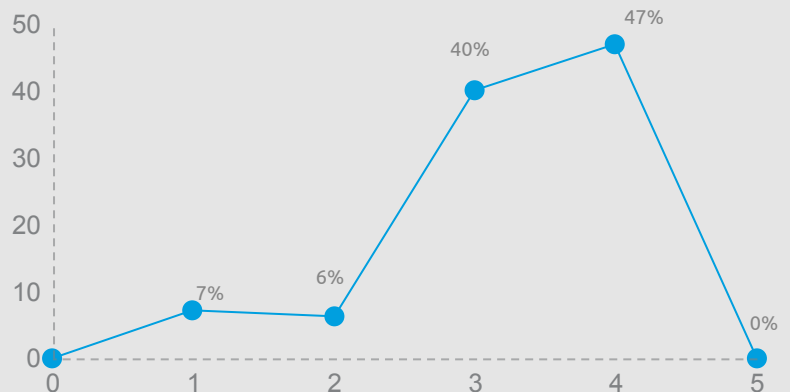Diversity of Backgrounds | Diversity of Skill Sets

13 % | 87%

A more diverse workforce can lead to economic growth and greater productivity:

Strongly Disagree — 13%
Somewhat Disagree — 0%
Somewhat Agree — 14%
Strongly Agree — 73%

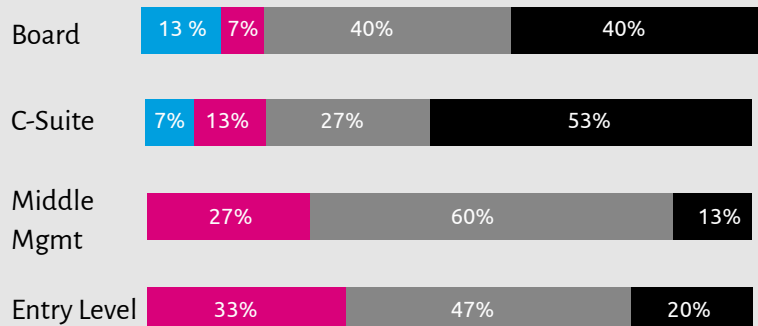**On a scale of 1 to 5, how would you describe the diversity of talent at your organization?**

1 = Not At All Diverse
5 = Extremely Diverse

7%, 6%, 40%, 47%, 0%

How much of a priority does your organization place on efforts to increase diversity in the C-Suite and Board?

- No Priority
- Little Priority
- Medium Priority
- High Priority

Board: 13 % | 7% | 40% | 40%
C-Suite: 7% | 13% | 27% | 53%
Middle Mgmt: 27% | 60% | 13%
Entry Level: 33% | 47% | 20%

How will the role of the CHRO evolve over the next 5-10 years?

97%

The CHRO will increasingly take on strategic roles and become a trusted advisor to the CEO, C-Suite and Board
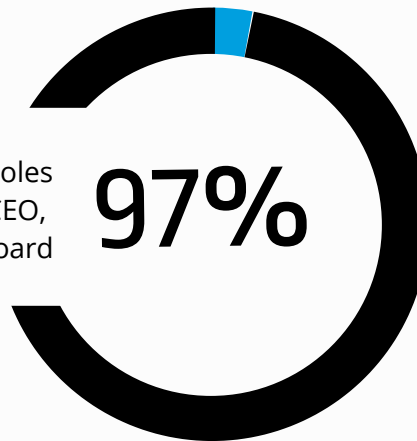
The CHRO will remain transactional and limited to carrying out the strategy of the CEO, C-Suite and Board (3%)

Top five expected changes within the HR landscape with technology and AI:

- Improvement of onboarding
- Increase in speed to hire candidates
- Increase in skill-based hiring
- Virtual Reality for corporate training
- Providing greater mobility for internal talent

The role of a CHRO in a deeply data-driven world of technology and AI is going to shift dramatically.

87%

Agree or Strongly Agree

Top five skills for the CHRO and HR executive management to navigate change over the next 5-10 years:

1 Strategic thinking and development skills

2 Verbal and written communication skills

3 Ability to work well with people from different cultures and backgrounds.

4 Analytical and critical thinking skills

5 "Systems thinking" skills, which develops an understanding of the interdependent structures of dynamic systems